

**Think of someone who
you feel is a good leader
or has influenced you...**

Daniel Goleman

Emotional Intelligence 4

areas:

- Self Awareness
- Self Management
- Empathy
- Social Skills

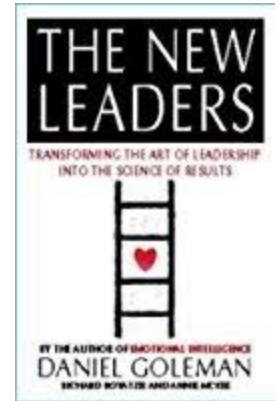
We need IQ – once we have that EQ is crucial to success

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The New Leaders

– Daniel Goleman

NHS
Health Education England



- Some emotions spread like viruses
- Open limbic system
- Cheerfulness and warmth spread most easily
- Laughter and smiles
- Positive emotions act as an emotional magnet

Focus

Daniel Goleman

- Virtual communication
- Types of empathy
- What happens to empathy in doctors – we learn to block the automatic emotional mirroring of others discomfort.
- Email communication and how it is perceived
- Dreams first coaching
- Losada ration 3:1

Six Styles of Leadership

D. Goleman (2000) Leadership That Gets Results



Old power versus new power – Heimans and Timms

Currency	V	Current
Held by a few	V	Made by many
Commanded	V	Shared
Closed	V	Open
Transaction	V	Relationship

Old power versus new power – Heimans and Timms

"The goal with new power is
not to hoard it but to
channel it"

How do we make things happen

- Social Media - a Danish study showed that 3% of people influence 85% of what happens
- Powerful super connectors
- Importance of followers
- <https://www.youtube.com/watch?v=fW8amMCVAJQ>

Inspirational Leadership

- 1990's
- Described by Richard Olivier from Henry V
- Based on Jungian approach
- Masculine and Feminine – the Natural Flow of Opposites – Gareth Hill

Inspirational Leadership



Health Education England

<h2>Good King</h2> <p>Order Precise Methodical Practical Analytical Authoritative</p>	<h2>Warrior</h2> <p>Quick Confident Persuasive Competitive Strong willed Inspiring</p>
<h2>Great Mother</h2> <p>Encouraging Empathy Support Trust Sharing Building relationships</p>	<h2>Medicine Woman</h2> <p>Enthusiastic Creative Persuasive Adaptable Dynamic Animated</p>

GOOD KING

Building consent around common goals

Presenting context with calm authority

Appropriate communication providing clarity of expectation

WARRIOR

Upholding accountability and boundaries

Delivering difficult message

Motivating a team towards successful outcomes

EARTH MOTHER

Establishing trust in a team environment

Highlighting the power of listening

Developing others and encouraging collaborative effort

MEDICINE WOMAN

Creating space to explore new options

Demonstrating the need for flexibility in approach to issues

Exploring how to create and sell a vision of the future

Inspirational Leadership – the inner traitor

Bitter Old Man

Too much order

Mercenary Tyrant

Action only

Devouring Mother

Over Nurture

Mad Woman

Too much change

Developing yourself as a leader

- Draw or describe yourself as a leader
- What kind of leader are you?
- What kind of leaders do you work with?
- How could you develop your skills?



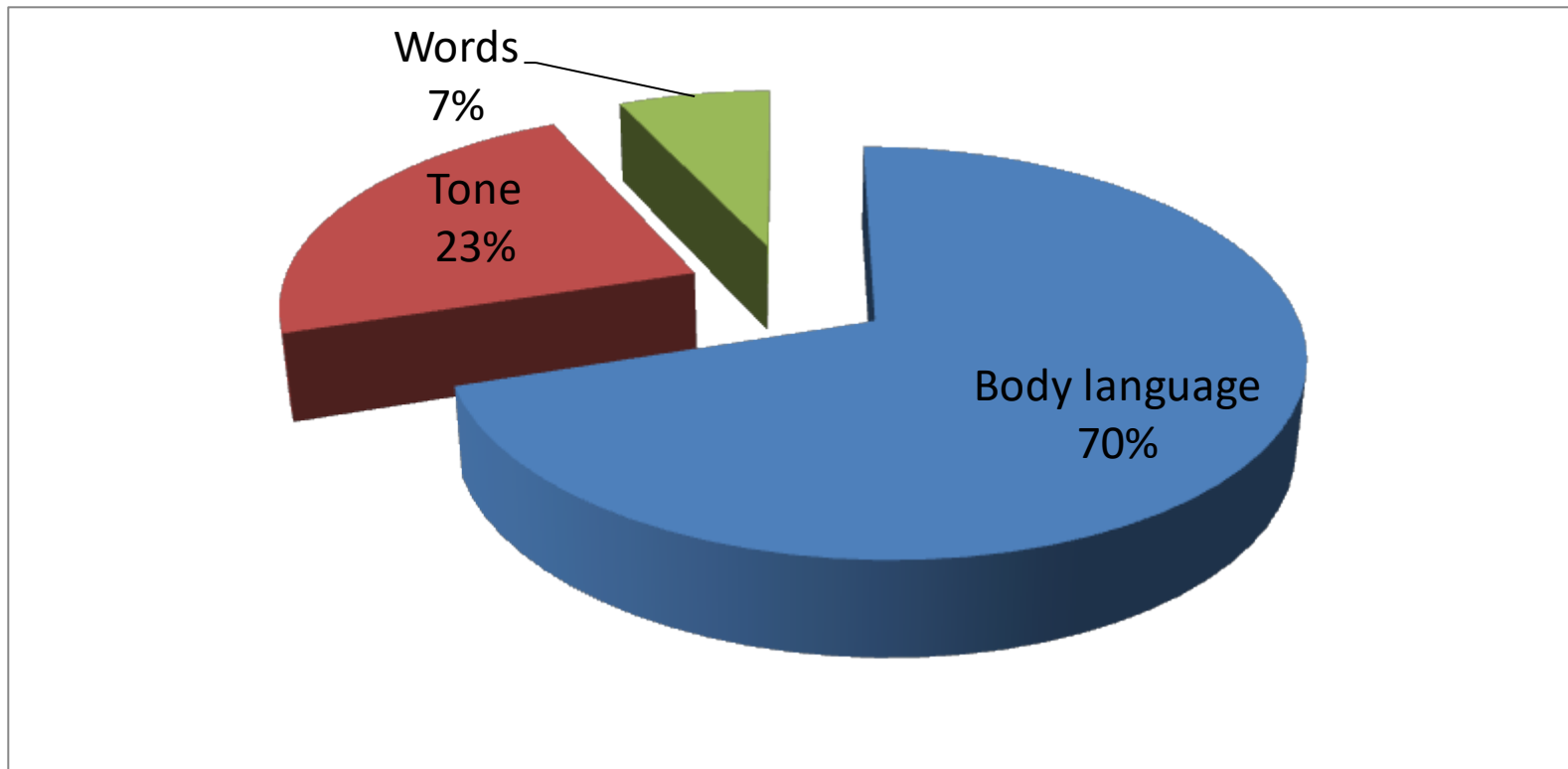
“Try honestly to see things
from the other persons point
of view”

Dale Carnegie

Influencing

- Become genuinely interested in others
- Never condemn and try not to complain
- Sincere appreciation (not flattery)
- *“people crave to be appreciated” - Abraham Lincoln*

Communication



Influencing techniques

- Smile
- Listen
- Understand
- Rapport
- Mirroring and modelling
- Think and plan
- Patience

- “ **Modelling and integrity**

*Your team is always watching.
What they see is what you will
get - do the upright thing
always, whatever the cost”*

- Once more unto the breach.....

- <http://www.youtube.com/watch?v=ikynTH9oJg8>
- <http://www.youtube.com/watch?v=nhDtx7PPqNc>

Resources

